

~~SECRET~~**ROUTING AND RECORD SHEET****SUBJECT:** (Optional)

Enhancing the Office of Logistics' Service Image

FROM:

Chief, Supply Division, OL

EXTENSION**NO.**14448-85
OL ~~1448-85~~**DATE**

10 JUL 1985

TO: (Officer designation, room number, and building)**DATE****OFFICER'S INITIALS****COMMENTS** (Number each comment to show from whom to whom. Draw a line across column after each comment.)

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OL 14448-85

MEMORANDUM FOR: Chief, Information and Management Support
Staff, OL

25X1 FROM: [REDACTED]
Chief, Supply Division, OL

SUBJECT: Enhancing the Office of Logistics' Service
Image

25X1 1. Per your request, we have completed your questionnaire
regarding the services we provide and how best we can improve
those services to enhance the Office of Logistics' (OL) image
as a service organization. At Attachment A is a consolidated
25X1 response for the five branches of the Supply Division. At
Attachment B is a separate response from [REDACTED]
25X1 Finally, at Attachment C, we have provided a copy of the
analysis of a Supply Division questionnaire that was
distributed to all our customers in FY-84. [REDACTED]

25X1 2. If you require additional information or if we may be
of further assistance in this matter, please contact
[REDACTED] on extension [REDACTED]

Attachments

- A. SD Report
- B. CD Report
- C. Questionnaire Analysis

25X1 [REDACTED] [REDACTED]
CONFIDENTIAL WHEN SEPARATED FROM ATTACHMENT

OL 14448-85

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OL/SD/OSB (9 Jul 85)

Distribution:

- Orig - Addressee, w/atts
- 1 - OL/SD/OSB Official
- 1 - OL/SD Chrono
- 1 - OL Files
- 1 - OL/SD/OSB Chrono

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1. In Your component, what activities/products/services act as "image creators" for you and OL ?

a. Provision of guidance and technical assistance to Headquarters components, depots, and field activities with respect to supply policy, regulations, procedures, and operations.

b. Provision of technical advice and guidance on ordnance and airborne matters to Headquarters components, depots, and field activities and provide upon request, temporary duty assistance of ordnance and airborne personnel.

c. Assist in the planning, programming and managing of Agency paramilitary contingency stocks.

d. Conduct of worldwide Type II property inventories.

e. Coordinate and monitor support being provided by all divisions and staffs within OL regarding the support of Directorate of Operations task force and covert activities.

f. Procurement of materiel and services from and through several other government departments and agencies.

g. Procurement of materiel and services for line and staff functions throughout the Agency.

h. Generation of standard and ad-hoc type reports from the Inventory Control System (ICS) for management and follow-up purposes.

i. Conduct of training classes for users and customers of the ICS.

j. Monitor all ICS interfaces with other systems and coordinate the resolution of any problems with other offices throughout the Agency.

k. Instruct other Agency components in the use of the Agency's Automated Standardized Accountable Property System (ASAPS) and provide assistance to ASAPS users whenever they encounter problems.

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1. NOTE: Within the Supply Division the Supply Management Branch (SMB) is the central point of contact on requests for supplies and equipment and follow-up action on the same. Almost everything SMB does can be considered an "image creator" for OL. The following serves to define the varying responsibilities of SMB.

(1) Provide customer assistance in the form of verifying the receipt of a request and directing the customer to the proper section for additional information.

(2) Review requests to ensure their completeness. If any information is missing the customer is contacted to obtain the required information. SMB is also responsible for determining the proper source of supply, Agency stock, Federal Supply System or procurement. Incorrect source of supply can adversely effect the timely delivery of materiel.

(3) Distribution of documentation can have a direct effect on OL's image. Prompt proper distribution lets the customer know the request has been processed and what action is being taken to fulfill the requirement.

(4) SMB performs several follow-up procedures which are not readily apparent to the customer but when the customer requests follow-up or expedite action, the timeliness of the response has a direct impact on how OL is perceived.

(5) Providing assistance to customers in identifying items and how to properly complete the request.

(6) Maintenance of a call-in capability, which provides customers direct access to SMB for same day service of priority requirements.

(7) Expeditionous processing of field requests. SMB provides the same services to overseas customers that are provided to Headquarters components. Field requests, cables or telepouches, are converted by SMB to a Form 88 for processing.

(8) SMB has an ongoing project of visiting any office that requests assistance in preparing requests and/or maintaining files. This program has been very successful in areas where new employees are performing logistics functions.

2. What do you think are your customers' perceptions of your component's services and image in each of the above areas? Key your answer to the appropriate letter in Question 1.

S E C R E T

a. - e. We believe that customer's perception in each of these areas is that the service being provided is excellent.

f. The Interdepartmental Support Branch (IDSB) procurement process has many built-in delays in agencies and departments outside of IDSB and over which IDSB has a very limited influence. When processing a request through these outside activities an error is occasionally created and is perpetuated throughout the system. These errors and the bureaucratic delays in processing prove frustrating to both IDSB and the customer. The frustration levels peak when a customer, knowing that IDSB is the interface with outside activities, realizes that IDSB is unable to "force" the desired action to meet the requirement. This frustration level has caused customers to take their business elsewhere, that is, they seek other channels through which to satisfy their procurement requirements.

h. For the most part customers are generally satisfied with their reports. Sometimes the turn around time is not as fast as they would like and occasionally the requests for certain types of reports cannot be satisfied because of system constraints.

i. The critiques on ICS classes have been very good.

j. We have always given the highest priority to interface problems and has received many compliments for this willingness to ensure database integrity throughout the Agency.

k. Our customers are very satisfied with the support they are receiving on the use of ASAPS. However, there are times when system restraints make it impossible to meet the customer's requirements.

1. (1) Personnel at the voucher desk can quickly and easily provide the date a request was received by SMB and refer the customer to the proper Commodity Section. Service should be perceived as very good.

(2) SMB always processes requests in a timely fashion unless there are circumstances beyond our control which precludes us from doing so. Improper approvals, inadequate descriptions and slow assignment of Procurement Action Codes are the primary stumbling blocks. SMB's image in this area is questionable. Many of the customers need prodding to get the information required to process their requests. They do not have the information at their finger tips and they seem reluctant to pursue the matter. In some cases SMB must call several times to get answers and the customers may feel they are being harassed.

S E C R E T

(3) In the Headquarters area, distribution is made twice a day but distribution to overseas elements could be improved. SMB's image in this area should be good.

(4) SMB has a good record in regard to follow-up and expedite. The customers' perception of this service is probably good but not as good as the service that is actually provided. Many customers feel SMB should have immediate answers to their questions when in fact, most follow-up or expedite actions take considerable research and many telephone calls. Also they do not consider the fact that SMB is providing this service to the entire Agency not just their component.

(5) Customer assistance is a routine way of life in SMB. Because customers appreciate assistance, their perception of this service should be excellent.

(6) Priority processing of requests should be perceived as excellent. SMB pulls out all the stops to meet any urgent requirement.

(7) Same as above.

(8) SMB's customer relations efforts have proven to be very successful. The components appreciate the interest and support provided.

25X1 3. In which areas could your component project a better image or provide a better service? How? KEY your answer to the appropriate letter in Question 1.

a. Visit or conduct meetings periodically with all Agency components to explain in more detail any changes to supply policy, regulations or procedures. These visits or meetings would also provide the opportunity to answer any questions regarding the interpretation of supply regulations and procedures.

d. Inventories of Type II property are conducted only upon request from the customer, usually after problems are discovered during an audit. If a Logistics team was formed to conduct these inventories annually many problems would be identified and solved prior to any audit.

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g. [REDACTED] requires better follow-up on requisitions that have a firm required delivery date and better communications with our customers when problems arise.

h. The Data Control Branch is currently working with the Office of Information and Technology (OIT) to assist them in assuming the responsibility of producing the standard monthly reports. This will allow us to satisfy customer requests in a more timely manner. However, some requests cannot be satisfied unless ICS is reprogrammed or a new system is developed.

i. The Data Control Branch could advertise and consequently interest other customers in using ICS for requisition status rather than calling Supply Management Branch for this information.

j. Some interface problems can be resolved with changes to ICS. Others will require not only changes in ICS, but other system's changes which the Data Control Branch has no control over.

k. The programming for the conversion of ASAPS from a RAMIS database to NOMAD has been completed. Data Control Branch is currently in the process of converting ASAPS users to NOMAD. These conversions should be completed in the near future. The NOMAD database should provide faster and better service.

1. (1) Computerizing of the voucher system would allow faster retrieval of the data.

(2) The assignment of the Procurement Action Code is sometimes changed after the procurement element receives the request. This causes additional processing, which delays OL's response to the request.

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(3) More timely distribution of documentation to field stations.

(4) Additional personnel is the major factor in improving follow-up and expedite actions.

(8) SMB can continue the efforts already underway and expand the service if additional personnel are made available.

4. What additional services/support could your component add to improve customer relations and enhance OL's image? Please indicate priority.

Achievable with present resources

a. See para 3 (A)

b. should provide feedback to the customers on critical required delivery dates.

c. Data Control Branch could make the customers more aware of the data available in the form of ICS generated reports.

d. With enhancements to the ICS and standard reports generated by the Office of Information Technology overall customer service will improve.

e. It appears that some components are unaware of Supply Management Branch's and OL's services. A public relations campaign may be in order as an image enhancer.

f. Wherever possible automate capabilities to improve reaction time.

Achievable with additional resources

a. In conducting scheduled inventories the resources required would depend on the number of components involved and the frequency of the inventories.

b. With additional personnel, a formal program of cross-training customers in SMB functions could be established which would improve relations and enhance OL's image. Many customers have access to terminals in their work areas but are not aware of how to extract information from the ICS. Much of the information requested by the customer is readily available in the ICS and could be accessed directly if they knew how. Also, in many components, the Logistics Officer, Supply

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Assistant or Supply Officer Trainee is not the person actually filling out the request for supplies and equipment. The training program should be directed at the employees who are actively involved in the processing of requirements.

c. With additional personnel, SMB's program of visiting the customer's offices and their visits to SMB could be increased.

25X1 d. One hundred percent follow-up is SMB's goal but it can not be achieved until the branch is fully staffed.

5. What other factors do you think influence OL's image? How can they be changed to enhance OL's image.

a. Logistics must require excellence at all levels from its employees. Stressing the fact that we are professionals providing services vital to the Agency. New employee orientation needs to stress the professional and vital nature of our jobs; with examples, slides, movies, tours and briefings.

b. Explain to customers that heavy workloads prevent immediate action on some of their requests and encourage them to allow more lead time whenever possible. Also strive to understand the customers problems when tasks are levied upon them without any advance notice.

c. Quality work instead of quantity is probably one of the highest visibility items in OL. There are too many mistakes made. With the current personnel restrictions coupled with the fact that the workload is constantly increasing and the job must get done, we must expect an increase in mistakes. However, most of the mistakes can and should be caught somewhere in the process.

25X1 d. Courteous employees who are professional in both appearance and attitude are probably the best image enhancer that OL could have.

6. How can we best communicate to others in the Agency the scope and importance of OL's services/support?

a. By establishing a focal point within Logistics to gather all information concerning OL'S routine and special operational support. This information could then be condensed into a Logistics newsletter for monthly publication and distribution to all Agency components.

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b. By being professional, stressing excellence and a positive attitude, can-do approach to all tasks, finding ways to do things, not crutches for not doing them. If OL does these things, the Agency's perception of OL will improve.

c. By publicizing within the Agency some of OL's outstanding accomplishments and special projects. There are far too many employees who think OL only takes care of administrative items. It's time to lift the veil of secrecy and let the Agency know what we are doing.

d. A positive campaign of interaction between OL employees and Agency components to make our customers fully understand and appreciate OL's mission to the Agency.

e. A vigorous public relations campaign including briefings, Employee Bulletins, posters, brochures, video presentations, etc.

f. Workshops on what OL does including some of the problems encountered in requisitioning, procuring, storage, packaging and transporting of materials.

g. OL's participation in senior management meetings, e.g. Support Officers conferences, Chiefs of Station conferences, OC's Area Chiefs conferences, etc. These should be in addition to OL's current participation in the Midcareer course, Field Administrative course and the CT program.

h. Encourage more people to tour

7. What public relations tools could you suggest to enhance OL's image e.g., employee bulletins, posters, brochures, video presentations, briefings. ?

a. See 5 (a)

b. Develop a new briefing or refine the existing organization and functions briefing for OL. It must be something which is nonstandard, interesting and, at the same time informative. When its over, it should make people in other parts of the Agency want to come and work in logistics. This briefing should be presented at every appropriate occasion and at every level possible in the Agency as a concerted public relations effort to raise the consciousness level of Agency employees regarding services provided and capabilities of OL.

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c. Professionals should work in professional looking offices. Perhaps targeting the Chief of Support and enhancing our image with them, they are a smaller more manageable group and would act as our liaison point to the remainder of the Agency.

25X1 d. Video tape on preparing OL forms.

8. If we were to conduct a voluntary random survey of the perceptions of OL within the Agency, who would you recommend be queried and with what specific questions?

a. In conducting a survey of Logistics all customers should be asked for feedback.

Question: Are you satisfied with your logistical support?

In what areas can this support be improved?

What are your perceptions and recommendations to improve OL service?

9. Has your component conducted a customer survey within the past two years? YES If "yes" please make copies of the survey and results available to IMSS.

Elaborate, if desired, on any changes made as a result of the survey or any changes suggested but not implemented.

COPIES OF ALL SURVEYS ARE ATTACHED

NOTE: DCB conducts a yearly survey of customers currently using reports to determine if they still require the existing reports or if any new reports are required. Copies of this survey are destroyed after action has been completed.

10. What other suggestions do you have for enhancing OL's image that are not specifically addressed in these questions?

25X1 a. OL should form front line working groups. For example, representatives from SMB, area log offices, etc. should hold regular scheduled meetings to discuss any problems and make suggestions to improve upon current procedures. These working groups could also include other Agency representatives such as, Finance Officers, Approving officials, etc. and these representatives would then have an ongoing opportunity to discuss any shortcomings regarding their logistical support.

b. Ask the very junior members of OL who interface with customers of OL their perceptions/attitudes and what could be done to enhance their professionalism.

c. More career counseling is needed to make OL personnel more aware of their responsibilities to OL. Many careerists, when assigned to a component, seem to forget that they represent OL. OL needs their help and support as much as they need OL's.

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✓ e. Compare the Agency logistics system to other government agencies and private industry to determine if there are areas where improvement can be made. The old ways that have been used for years are not necessarily the best.

25X1 ✓ e. Provide OL careerists with cross-training in each of
25X1 the OL Divisions. Such training could be in the form of short familiarization briefings or actual on-the-job training.

S E C R E T

June 1985

ATTAC

STUDY OF OL's SERVICE ENVIRONMENT AND WAYS TO ENHANCE OL's IMAGE

The Director of Logistics has asked IMSS to undertake a directorate-level objective to enhance OL's image as a service organization. The following questions serve as a point of departure to help us determine how OL can improve its services/support....or better acquaint other components with our role in the Agency. Feel free to tailor the questions to your component or expand them as you think best contributes to this effort. Please add continuation sheets as needed.

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1. In your component, what activities/products/services act as "image creators" for you and OL? All functions of They include:

- a.
- b. Receiving
- c. Material Deliveries (Local)
- d. Office Moves
- e. Repairs/PTI's
- f. Materiel Packing
- g. Stock Issues
- h. Special Support Flights
- i. Truck Services
- j. Commercial and Military Shipping Service

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QUESTIONS FOR OL DIVISIONS/STAFFS (page 2)

2. What do you think are your customers' perceptions of your component's services and image in each of the above areas? Key your answer to the appropriate letter in Question 1. (See * below)

a. Excellent - 36%; Good - 61%; fair - 3%

b. Excellent - 23%; Good - 77%

c. Excellent - 97%; Good - 3%

d. Excellent - 100%

h. Excellent - 87%; other - 13%

e. Excellent - about 92%

i. Excellent - 100%

f. Excellent - about 37%; Good 63%

j. Excellent - 100%

g. Excellent - 91%; other - 9%

*Ratings based on results of survey taken by SD in 1984

3. In which areas could your component project a better image or provide a better service? How? (Key your answer to the appropriate letter in Question 1.)

a. A better image would require a better service which, without exception, would require one or more of the following:

b. a. More Storage Space

c. b. More People

d. c. More Material handling/Material moving equipment

e.

f.

g.

SECRET (when filled in)

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QUESTIONS FOR OL DIVISIONS/STAFFS (page 3)

4. What additional services/support could your component add to improve customer relations and enhance OL's image? Please indicate priority.

Achievable with present resources

- a. Enhance our automated capabilities to improve reaction time.
- b.
- c.
- d.
- e.
- f.
- g.

Achievable with additional resources (specify resources)

- a. Additional Warehousing Space .
- b. Establishment of a Communication Center - now in process.
- c. Expand Operational Data Base Capabilities.
- d.
- e.
- f.
- g.

SECRET (when filled in)

QUESTIONS FOR OL DIVISIONS/STAFFS (page 4)

5. What other factors do you think influence OL's image? How can they be changed to enhance OL's image?
- a. Lack of understanding as to what OL's capabilities are. (See 6 below)
 - b.
 - c.
 - d.
 - e.
 - f.
 - g.
6. How can we best communicate to others in the Agency the scope and importance of OL's services/support?
- a. OL's participation in senior management meetings, e.g. Support Officers Conferences, Chiefs of Station Conferences, OC's Area Chiefs Conferences, etc. These should be in addition to OL's current participation in the MidCareer
 - b. Course, Field Administrative Course and the CT Program.
 - c. Encourage more people to tour
 - d.
 - e.
 - f.
 - g.

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SECRET (when filled in)

QUESTIONS FOR OL DIVISIONS/STAFFS (page 5)

7. What public relations tools could you suggest to enhance OL's image (e.g., employee bulletins, posters, brochures, video presentations, briefings)?
 - a. Cross Office Staff Note Distribution.
 - b. Video Tape on Preparing/Completing OL Forms.
 - c. An interest - Grabbing Video Presentation on OL Operational Capabilities.
 - d.
 - e.
 - f.
 - g.
8. If we were to conduct a voluntary random survey of the perceptions of OL within the Agency, who would you recommend be queried and with what specific questions?
 - a. Query all Offices. Ask only one question: How can OL improve its service to that office. Agency regulations generally tell what OL is capable of. Responses to the single question on a random survey would help reveal how well
 - b. the component understands OL's role in the Agency and what they can expect from OL. This should be done without the component being prompted by specific questions.
 - c.
 - d.
 - e.
 - f.
 - g.

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QUESTIONS FOR OL DIVISIONS/STAFFS (page 6)

9. Has your component conducted a customer survey within the past two years? YES If "yes," please make copies of the survey and results available to IMSS. (Elaborate, if desired, on any changes made as a result of the survey or any changes suggested but not implemented.)

Results of Survey attached.

10. What other suggestions do you have for enhancing OL's image that are not specifically addressed in these questions?
- a. Provide OL careerists with cross-training in each of the OL Divisions.
Such training could be in the form of short familiarization briefings or
 - b. actual on-the-job-training.
 - c.
 - d.
 - e.
 - f.
 - g.

SECRET (when filled in)

Supply Management Branch (SMB)

1. Requisition Processing

- a. Do you feel that SMB's response to priority requisitions is adequate?

39 responses received
35 responses yes (90%)
4 responses no (10%)

- b. Do you feel that response to routine requisitions is sufficient?

38 responses received
33 responses yes (87%)
5 responses no (13%)

- c. Are your requisitions being processed accurately (correct charge to PRA, attention to special notes, etc)?

38 responses received
37 responses yes (97%)
1 responses no (3%)

- d. Are SMB personnel courteous and responsive in their relationship with your component? _

40 responses received
40 responses yes (100%)
0 responses no (0%)

- e. How do you rate SD's level of service in the area of requisition processing?

40 responses received
6 excellent (15%)
32 good (80%)
2 fair (5%)
0 poor (0%)

2. Stock Management

- a. Do you feel that SMB is maintaining adequate stock to meet your component's needs?

36 responses received
34 responses yes (94%)
2 responses no (6%)

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[C]

- b. Do you find that requisitions for stock are frequently on back order?

37 responses received
1 Frequently are on back order.
25 Sometimes are on back order.
11 Rarely are on back order

- c. Do you feel that stock assets are being managed efficiently enough to ensure maximum utilization throughout the Agency?

33 responses received
30 responses yes (91%)
3 responses no (9%)

- d. How do you rate SD's level of service in the area of stock management?

35 responses received
2 excellent (6%)
31 good (88%)
2 fair (6%)
0 poor (0%)

3. Follow Up and Expedite

- a. Are requisitions that are sent in directly from the field or telecopied from your component handled in a timely and responsive manner?

25 responses received
25 responses yes (100%)
0 responses no (0%)

- b. Is your component satisfied with the responsiveness of SMB personnel to requests for follow-up action on your requisitions?

39 responses received
38 responses yes (97%)
1 responses no (3%)

- c. Is your component satisfied that every effort is made to expedite your requisitions upon request?

39 responses received
35 responses yes (90%)
4 responses no (10%)

- d. Would it be beneficial if SMB periodically published replenishment information re typewriters, calculators, photographic supplies, batteries, etc.?

38 responses received
 30 responses yes (79%)
 8 responses no (21%)

- e. SMB is attempting to monitor missed due-in dates; thereby, reducing follow-up calls from customers. Has this become apparent to you, either by receiving material as requested, or by being notified by SMB of new due-in information?

38 responses received
 18 responses yes (47%)
 20 responses no (53%)

- f. How do you rate SD's level of service in the area of follow up and expedite?

40 responses received
 7 excellent (18%)
 24 good (60%)
 9 fair (22%)
 0 poor (0%)

4. Item Identification

- a. Has your component utilized the Analytical and Catalog Section of SMB for item identification while preparing requisitions?

40 responses received
 8 responses yes (20%)
 32 responses no (80%)

- b. Do you feel that SMB assistance in item identification facilitates prompt processing of your requisitions?

10 responses received
 10 responses yes (100%)
 0 responses no (0%)

- c. Do SMB Personnel respond to requirements for item identification in a timely manner?

10 responses received
 10 responses yes (100%)
 0 responses no (0%)

- d. How do you rate SD's level of service in the area of item identification assistance?

10 responses received
3 excellent (30%)
7 good (70%)
0 fair (0%)
0 poor (0%)

Interdepartmental Support Branch(IDSB)

5. Interdepartmental Support

- a. Do items requisitioned through the MILSTRIP and FEDSTRIP systems usually meet realistic required delivery dates?

33 responses received
14 responses yes (42%)
19 responses no (58%)

- b. How would you rate the responsiveness to requests for status on items requisitioned from military and GSA sources?

30 responses received
1 excellent (3%)
14 good (47%)
11 fair (37%)
4 poor (13%)

- c. Are Requests for Procurement Services (Form 2420) submitted for Research and Development (R&D) contracts to other Government agencies processed in a timely and professional manner?

16 responses received
16 responses yes (100%)
0 responses no (0%)

- d. Are the acquisition, registration and licensing of SC-1 procured vehicles accomplished in a competent and expeditious manner?

18 responses received
18 responses yes (100%)
0 responses no (0%)

- e. Are requests for GSA and DOD drivers' licenses provided promptly?

20 responses received
20 responses yes (100%)
0 responses no (0%)

- f. How would you rate the processing and handling of requests for GSA-leased vehicles?

13 responses received
1 excellent (8%)
10 good (76%)
1 fair (8%)
1 poor (8%)

- g. Are requests for excess property acquired through military and GSA sources processed in a timely manner?

11 responses received
10 responses yes (91%)
1 responses no (9%)

- h. How do you rate IDSB assistance when arranging for, or assisting in, document preparation on loans of property to or from other Government agencies?

23 responses received
2 excellent (9%)
11 good (48%)
1 fair (4%)
poor (0%)
9 not applicable(39%)

- i. How would you rate the overall performance of IDSB?

30 responses received
2 excellent (7%)
22 good (73%)
6 fair (20%)
0 poor (0%)

DATA CONTROL BRANCH (DCB)

6. Data Control Support

- a. Have you had training in the Inventory Control System (ICS)?

38 responses received
19 responses yes (50%)
19 responses no (50%)

- b. Do you have access to the ICS?

37 responses received
20 responses yes (54%)
17 responses no (46%)

- c. Do you use reports generated from ICS?

36 responses received
17 responses yes (47%)
19 responses no (53%)

If yes, is the service satisfactory?

17 responses received
17 responses yes (100%)
0 responses no (0%)

- d. Do the reports satisfy your requirements?

17 responses received
17 responses yes (100%)
0 responses no (0%)

- e. If you are using Agency Standard Automated Property System (ASAPS), do you feel you received sufficient training to use the system?

23 responses received
17 responses yes (74%)
6 responses no (26%)

- f. Is the ASAPS manual satisfactory for using ASAPS?

21 responses received
20 responses yes (95%)
1 responses no (5%)

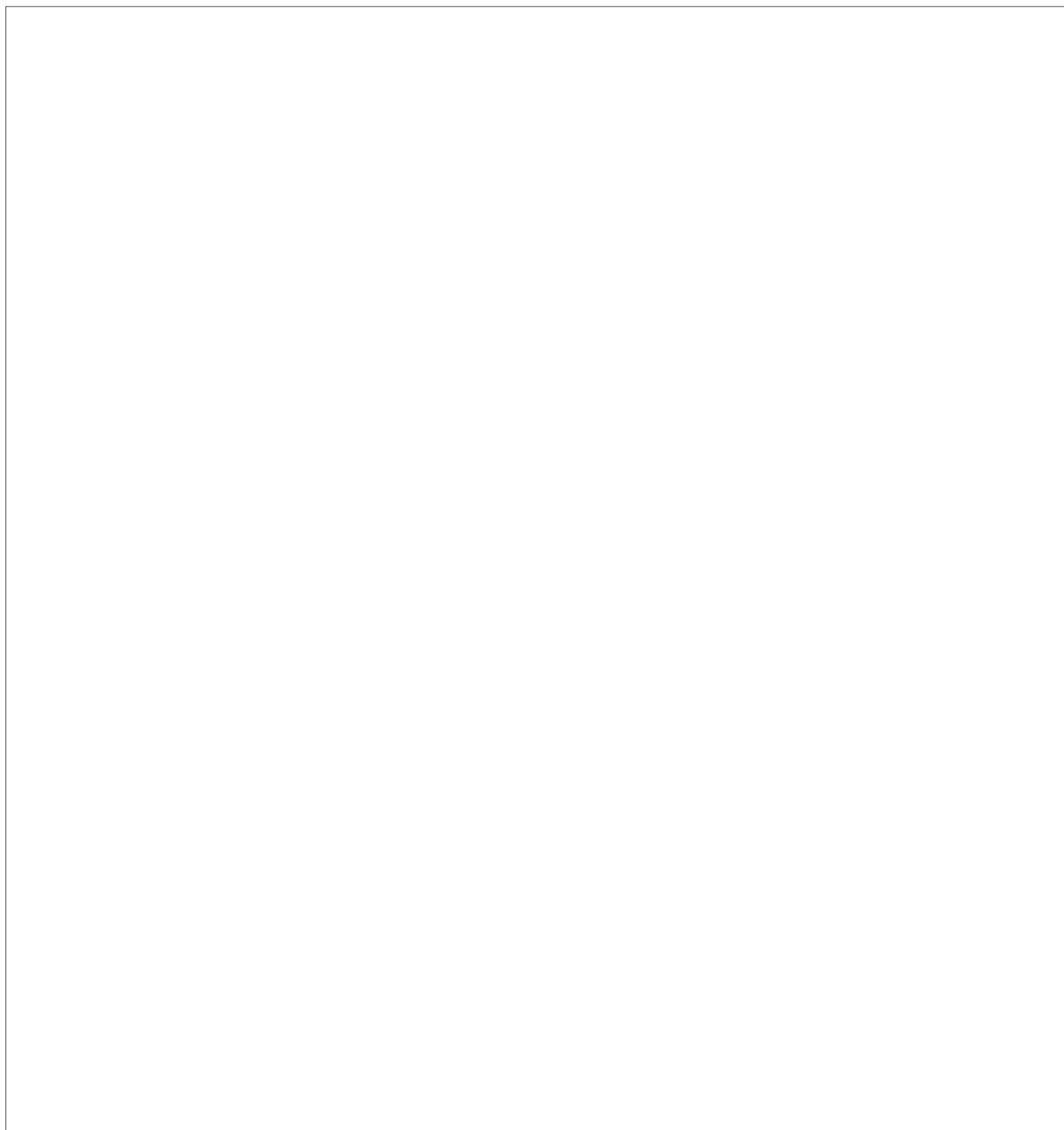
g. Have you received timely assistance from DCB when you have encountered problems with ASAPS?

21 responses received
19 responses yes (90%)
2 responses no (10%)

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h. Comments: Special thanks to on her assistance to DDI in setting up ASAPS. ASAPS personnel extremely repsonsive to requirements in DDI/OCR.

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